



United States Department of State

Foreign Service Institute

*1400 Key Boulevard
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[Redacted]

Director of Training &
Education
Central Intelligence Agency
Washington, D.C. 20505

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Dear [Redacted]

Enclosed with this letter are three documents; a summary of our meeting, including in particular, what we at FSI believe were the understandings we came to. Second, there is a new list of FSI courses just published last week, and last a summary of our mid-career and entry level courses for your consideration.

For our part, we found the Airlie House meeting extremely useful. Most of the participants had more experience in training than we and were generous and charitable in sharing it with us. We hope that this is the beginning of closer cooperation among the various foreign services for training in U.S. Government foreign operations.

Let me know if you have any comments or further thoughts on where we go from here. I would hope that we could get together in September or October.

Sincerely,


Stephen Low
Director

Enclosures:

1. Summary of Airlie House
2. List of FSI Courses
3. Summary of Mid-Career Courses

RESUME OF THE AIRLIE HOUSE INTERAGENCY CONFERENCE
ON TRAINING AT THE FOREIGN SERVICE INSTITUTE

I. STRUCTURE

1. Board of Advisors - FSI will look into the possibility of the Board of the Foreign Service establishing a Board of Advisers to the Foreign Service Institute. Participating members of this Board will represent the foreign affairs community. The Board will meet with the Director of the Foreign Service Institute several times a year to consider training provided by the Institute for the foreign affairs community. They would review programs in progress; consider additions and changes; and discuss cooperation in order to maximize the efficiency of our training programs.
2. Board of Visitors - FSI will look into the possibility of establishing a Board of Visitors whose members would be appointed by the Secretary of State acting on the advice of the Director of the Foreign Service Institute. The Board will be composed of members from the principal academic disciplines, area studies, management, business as well as other leaders of American thought. The function of the Board would be to give advice, review the course structure and operating methods of the Institute and discuss cooperation between the Institute and domestic educational and training organizations.
3. A Center for the Study of Foreign Affairs - The possibility of establishing a research and study center at FSI was considered. Its purpose would be to enhance learning experience of trainees, bring greater relevance to research now being conducted, and provide resources for long range studies relevant to foreign affairs. The possibility that the center might also publish a journal was mentioned. Other agencies described their successful experience with similar research centers.

II. OPERATING PROCEDURES

1. Course Evaluations - Course evaluations will be undertaken as required, and representatives of other agencies invited to contribute.
2. Language-Area Integration - To strengthen long-standing advanced area studies programs in conjunction with language training, FSI has instituted a multi-faceted program of integrating language and area studies. This was done in response to strong urgings from ambassadors and other high officials that incoming staff be better informed about local and regional issues and better able to communicate about professional matters. The program now involves all students in full-time language training, and FSI believes that it is a worthwhile improvement, that good progress is being made in overcoming earlier obstacles, and that the integration process is helping students to learn effective professional communication. It hopes training officers in other agencies will recognize its overall importance and demonstrate support for it to their students. In turn, FSI appreciates that there may be exceptional situations in which the full program may prevent a student from attaining required language proficiency levels, and agrees to examine such problems on a case-by-case basis, making adjustments where necessary.
3. Cost - The recent increase in tuitions redressed a long standing deficit. It should be adequate to cover costs for the coming year. FSI believes tuitions should be established only after consultation with all agencies involved. This practice will be followed in the future. FSI is engaged in installing a computerized management cost accounting system (MCAS) under GAO direction which will permit it to give a fuller accounting of costs. FSI is also examining the present system of averaging costs to see whether an incremental costing or a flat rate system for setting tuitions is preferable.
4. Evaluation of Courses for Credit - At an early opportunity FSI will seek evaluation of appropriate courses from the American Council on Education to establish academic credits which may be used and accepted by institutions of higher learning toward

- 3 -

academic or professional degrees. The Institute will aim at providing the opportunity for students to earn credits towards degrees for as many courses as possible.

5. Professional Development Courses

- a. Senior Training - FSI will consult with other agencies in the near future to compare notes on handling of the statutory requirement for senior training with the aim of attaining maximum coordination, centralization and cooperation among agencies.
- b. Mid-Level Training - FSI will provide other agencies with a brief description of its Mid-Level Course in order to begin coordinating with them for the inclusion of their officers in the Course.
- c. Entry Level - Officers from several agencies are already participating. FSI will circulate the course outline in the belief that wider participation will be beneficial to all officers embarking on government careers in foreign affairs.

6. Language Courses

- a. Provision of Courses - FSI will try to meet other agency requests for language training. Its ability to do so will be dependent on other agencies' success in projecting global needs (i.e., the number to be trained as opposed to names) 3 to 6 months in the future, particularly for hard languages. FSI will make every effort to ensure that space limitations will not interfere with its ability to respond to community training requirements.
- b. Testing - FSI agrees that the Interagency Language Round Table should insure regular exchange for information among agencies regarding testing work; visits by testers to each other's institutions; compatibility and consistency of testing results; and agreed definitions of speaking and reading proficiency levels. It believes that these latter definitions should be kept general enough to accommodate differing language use requirements.

- 4 -

7. Management - Commerce described its effort to establish objectives for employees using the performance evaluation system and agreed to share the results of its findings with the School of Professional Studies to see about its application to training at FSI.
8. Mission Coordination of Training - FSI will investigate the possibility of assigning to the DCMs at overseas posts responsibility for coordinating professional development including plans for training.
9. Budgeting - Several agencies expressed interest in eliminating reimbursements and consolidating all training costs under FSI in the State budget. They expressed an interest in exploring the matter further within their own agencies.